File : IHSA
Wkg Rep

DDA 81-1885/1

ODP # *81-1244*

10 September 1981

MEMORANDUM FOR: Associate Deputy Director for Administration
Deputy Director, National Foreign
  Assessment Center
Associate Deputy Director for Operations
Associate Deputy Director for Science
  and Technology
Comptroller

FROM: Harry E. Fitzwater
Deputy Director for Administration

SUBJECT: Steering Committee for the IHSA's
Strategic Planning Program

1. As you know, we are committed to a tightly paced, one-year program to develop an Agency strategic plan for information handling systems. Achieving this objective will require the continual attention of senior management. We have identified a number of issues to be resolved and others, currently unforeseen, will doubtlessly arise. Our tight schedule will require timely responses by senior management to emergent problems to provide guidance or apply additional

25X1 resources as may be required.

2. In view of these considerations, I am asking that the Associate Deputy Directors and the Comptroller comprise a steering committee to review the Information Handling Systems Architect's (IHSA) strategic planning efforts. I have asked Bill Hart to serve as chairman of this committee. The committee will meet monthly with the IHSA, on an informal basis, to review progress and problems. Bill will report to me on this effort, and I will be responsible for assuring that it remains on track.

25X1 We will be in contact with each of you over the next several days to arrange a mutually agreeable schedule for the monthly meetings.

3. Attached is a memorandum from the IHSA outlining the one-year program and identifying the issues/goals to be addressed in the first phase. He will be contacting you and/or your designated contact points in the near future to discuss personnel

25X1

assignments to the working groups. Since our success is strongly dependent on the caliber of work these groups do, I urge you to think in terms of your senior and highly knowledgeable staff members as candidates for participation in these groups. Through the use of straw man point papers to support a compressed time requirement, the IHSA is making a major effort to minimize the time demanded of this process. I hope that this will make it possible to assign the key senior officers we need for this

25X1 critical planning effort.

25X1
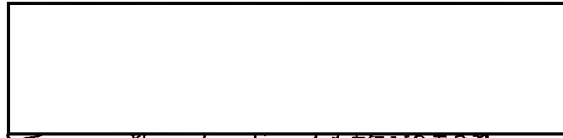
Harry E. Fitzwater

Att

cc: IHSA

Att: Memo dtd 9 Sept 81 to DDA fr IHSA,
   Subj: Organization of Phase I of the
   Strategic Planning for IHSs (81-1885)

25X1 IHSA: (Draft)
25X1 EO/DDA: kmg (10 Sept 81)
Distribution:
   Orig - ADDA
     1 - DD/NFAC
     1 - ADDO
     1 - ADDS&T
     1 - Comptroller
     1 - DDCI
     1 - ER
     1 - IHSA
     1 - DDA Subj
     1 - DDA Chrono
     1 - HEF Chrono

DDA 81-1885

9 September 1981

MEMORANDUM FOR: Deputy Director for Administration

25X1

FROM: [redacted]

Information Handling Systems Architect

SUBJECT: Organization of Phase I of the Strategic Planning for IHSs

1. As currently conceived, the plan for developing the Strategic Plan for the Agency's information handling systems (IHS) is composed of four phases (Attachment 1). In the first phase, a series of working groups will meet to address and define the strategic planning goals. These groups will be user oriented. The written product of the working groups will then provide the basis for the implementation strategies to be developed in the second phase. Phase II will also use the working group approach, each focusing on a particular implementation concern. The product of this latter effort will then be used to develop a draft, integrated strategic plan by this office. Using the draft plan, the process of reconciliation of the goals and implementation strategies with Agency resources, funding priorities and budgeting realities will be performed. The resulting final strategic plan for IHSs will be published about 1 September 1982.

25X1

2. This is clearly a tightly-paced program. There are a lot of major issues to be resolved before we can put together a coherent plan. We can also expect to see significant issues arise that are not identified at this time. To be successful, we need to have the time and attention of senior officers throughout the Agency, both to participate in the working groups and to support the overall effort. We also need to be flexible in order to accomodate major problems and issues as they may arise. Maintaining schedule in the context of such problems and issues will require everyone's cooperation and support. **25X1**

25X1

3. In our view, the issues we face can be most clearly aggregated into five subject areas (Attachment 2):

o Information Handling Facilities

o Continuity and Contingency

o Technical and Scientific Facilities

o User Productivity and Support

o Information Protection and Management

25X1

The subsumed concerns for each of these issues are provided in the attachment.

4. Two general constraints were applied in the development of these issue groups and will be applied in their discussion. The first is that it is not the concern of the working group to set or revise requirements for systems; this is the province of the user or acquirer. Thus existing systems and systems under development enter the discussions only in the context of entities which provide specified functionalities or which are specified elements in any future architecture. The second constraint is the "general goodness" types of concerns, such as interoperability and commonality, are not working group concerns. They are required features of the evolving Agency architecture, but are the product of management interaction with the development process, rather than strategic planning.

25X1

5. Because the time of the knowledgeable working group members is precious, we plan to do two things. The first is to provide each working group with a point paper, prepared by this office, covering the issues. This straw-man should get the groups off to a running start, greatly reducing their time requirements. The second is to plan to execute the working group business in three steps. Nominally, the group would meet on a Monday and Tuesday after having read and thoroughly considered the pre-distributed point paper. After discussions and such internal assignments as the chairman may find appropriate, the group will study and discuss the issues, returning the Wednesday and Thursday of the following week with definitive views or positions, hopefully in written form. The executive secretary of the working group, who will be a member of this office, will then prepare the summary report. A brief meeting to review this report may be called by the chairman if he believes it is appropriate.

25X1

6. We are now proceeding to discuss the chairmanships of the various working groups with the directorates. We would like broad representation among directorates of the chairmanships as well as membership on the committees. Even though Phase I is primarily user oriented, we would like to see provider representation; and, even though Phase II is provider oriented, we would like to see user representation. We will also be discussing resource requirements with the directorates, in this context.

25X1

7. The first working group is planned to be that for Information Handling Facilities and should meet about 5 October. The others will follow after this one, so that we will have the opportunity to make any adjustments in the process that may be necessary.

25X1

25X1

Attachments:
   As Stated

TASK	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug.

Phase I: Objectives Def.
  Working Group Session (Phased)
  Synthesis
  Report to Senior Mgt.

Phase II: Implementation Planning
  Dev. of Planning Guidance
  Planning (Parallel)

Phase III: Dev. of Integrated Plan
  Dev. of Rough Draft Strategic Plan
  Report to Senior Mgt.

Phase IV: Reconciliation
  Reconciliation with Budget
  Dev. of Final Report
  Report to Senior Mgt.

Legend

◇ Documentation

▽ Presentation

*oDP should think
in terms of*

1) Information Handling Facilities

    (1) Terminals (including low order Graphics)

    (2) Databases (Manipulation and Retrieval,
         also Graphics)

    (3) Data Distribution, Dissemination and Access

    (4) Communications and Carrier Links

2) Continuity and Contingency

    (1) Surge

    (2) Interoperability under stressed conditions

    (3) Robustness
         (a) Reliability/Availability
         (b) Survivability (exclusive of PD-58
              and NIEPS planning)

3) Technical and Scientific Facilities

    (1) Modeling

    (2) Computer-Aided Design

    (3) Signal and Mathematical Analysis

    (4) Special Machinery

4) User Productivity and Support

    (1) Computer-Aided Instruction
    (2) Higher Order Languages
    (3) Data Base Languages
    (4) System Utilities
    (5) Implementation Support

5) Information Protection and Management

    (1) Security
    (2) Compartmentation
    (3) Accountability
    (4) Accumulation
    (5) Destruction/Archiving